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ABSTRACT

This publication records new developments and progress on various projects and activities conducted to meet the college's goals. In May of 1998, the District Office's centralized control-and-review authority shifted to the college leadership's autonomy and accountability. This change influenced many of the campus-based plans and decisions, and increased responsibility for the presidents. Included in LACC's list of goals and objectives are: (1) foster educational excellence to fulfill the college's primary mission; (2) improve communication among all campus units; (3) transform the college into an "electronic campus"; (4) improve the physical environment and increase security and safety; (5) create a campus culture that promotes diversity and fosters collaboration and self-respect among all members of the college community; (6) establish clear lines of accountability; and (7) strengthen college/community collaboration. Discussed in this publication are accomplishments of LACC toward these goals, as well as an explanation of finances and future action items. (AS)

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State of the College
Spring 1999

Mary Spangler

Los Angeles City College

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Los Angeles City College

STATE OF THE COLLEGE[1]

Spring 1999

OVERVIEW

The *State of the College: Spring 1999* is the fourth general report from the President's Office to the Los Angeles City College community. Like its Spring 1998 counterpart, this issue records new developments and progress on various projects and activities in meeting the college's seven planning goals developed collegially from the Vision statement of educational excellence. Each goal in the *Educational Master Plan 1995-2001* identifies objectives by which the college can measure its progress toward realizing its vision.

Influencing many of the campus-based plans and decisions this past year was the shift from the District Office's centralized control and review authority to the college leadership's autonomy and accountability. The LACCD Reform and Reorganization decision, framed and approved by the Board of Trustees in May 1998, brought with it increased responsibility for the presidents. In many ways, this action has helped Los Angeles City College seize the initiative, place innovative projects on the agenda, and control more of its own direction and development while taking responsibility for the outcomes.

RESPONSES TO COLLEGE GOALS AND OBJECTIVES

GOAL 1: FOSTER EDUCATIONAL EXCELLENCE TO FULFILL THE COLLEGE'S PRIMARY MISSION

The Library has received the most attention regarding refurbishment activities with the installation of a new ventilation system and cleaning of the entire air-duct system. The floor tile throughout the building was replaced. The Viron project will complete the new lighting system and ceiling project in May, followed by the painting of the building's interior. . . . In April, the college president approved filling three probationary positions. Additional 1999-00 probationary positions are tied to 1998-99 resignations and retirements occurring between April 15 and June 30. . . . Uniform block scheduling was introduced in Fall 1998 with the start and end times for classes being included in the Fall 1999 *Schedule of Classes*. . . . Students in Saturday classes were surveyed regarding the effectiveness of the Weekend College offerings. . . . The newly constructed, state-of-the-art, ADA-compliant Dental Tech laboratory opened in Spring 1999 with 36 stations and the opportunity for increased enrollment and more industry-relevant curriculum. . . . Women's soccer, basketball, and badminton were added to the athletic program. Plans for the proposed golf driving range continued with the promise of expanded golf offerings and another sport for the athletic program.

[1] This document is a collaborative effort. It was compiled and written by Mary Spangler, Ed.D. (*President*), with material provided by Jackie Ireland, Ph.D. (*Vice President, Academic Affairs*), Myra Siegel (*Vice President, Student Services*), and Arthur Tyler (*Vice President, Administrative Services*).

The Office Administration Department, in partnership with the Dallas Community College District as a beta site, offered the college's first on-line course in Applied Computer Concepts in Spring 1999. Students from as far away as New York enrolled. . . . The Police Commission and L.A. City Council signed the contract with the college to provide credit for all of the Los Angeles Police Department training, including the Academy, adding a minimum of 35 FTES per month to enrollment. . . . Contract education was revitalized. The Office Administration Department began providing Microsoft training to American Express employees. Plans are underway to provide Franklin-Covey leadership workshops to Los Angeles County businesses with up to 300 employees. . . . Cinema/Television is entering into an industry--community college--CBO collaborations--Job Link--in which DreamWorks will facilitate the process of enhancing industry-relevant training.

Recruitment activities were augmented to include advertising on fourteen cable stations for three weeks. In addition, 3,300 Fall 1998 and Spring 1999 class schedules were mailed in response to requests from potential students. . . . Area high school principals were invited to the college to learn about our latest programs and services, including EOPS, and hear the plans for campus improvements. . . . The matriculation plan was updated to include transitioning to a new assessment instrument and ultimately to a computerized assessment process. Printed materials with updated information about the matriculation process were revised. . . . We contracted with Palomar College to develop an innovative CD-ROM student-orientation program targeted for Summer 1999. . . . A withdrawal survey, instituted in Fall 1998, helps in evaluating reasons for attrition. We are now reviewing ways to follow-up with these students.

EOPS increased the amount of the textbook and supply purchase vouchers from $150 to $175 for Spring 1999 and will add a second session to the Summer Readiness Program, initiated last summer, to help recent high school graduates transition to college. . . . The Counseling Department expanded group sessions to meet individually during the first two weeks of March with fall semester students on probation or subject to disqualification. . . . The Admissions and Records Office and the Counseling Department collaborated to develop a graduation appeals committee for those students whose petitions to graduate are denied. . . . DSPS re-instituted an orientation program to inform all students about services offered and procedures to use the services. . . . Financial Aid developed a new system to enable the delivery of 2,800 checks at the beginning of the spring semester. A Financial Aid representative now accompanies recruiters on high school visits. . . . Four *Fund for Student Success* grants were awarded with one supporting math students, two supporting ESL students, and one providing an accountability measure for our student equity efforts. . . . . CalWORKs' requirements stimulated the Office Administration, Business, Psychology, Family and Consumer Studies, English/ESL, and Learning Skills departments to develop short term and specialized courses that are being packaged in a PACE-oriented grouping.

In December a full-time research analyst joined the team and a full-functioning research office was established, including the acquisition of SPSS and SAS software, statistics and computer manuals. . . . In compliance with the Board of Trustees' action on reorganization and the decentralization of the District Office of Planning and Research (now called the District Research Office), the president and the research analyst helped shape the college and district research agendas to guide planning activities and decision-making. The president

is the Cabinet's liaison to the newly defined District-wide Research Committee. . . . . The Integrated Planning for Assuring Student Success (IPASS) Committee and the Educational Planning Committee (EPC) are working with the research analyst to collect data on access, retention, and completion rates (including graduation, transfer, and certificates). Departments and service areas will use the data in completing the last round of program review. The information will also be used to develop *Partnership for Excellence* activities and to complete the student equity plan. . . . A major understatement of vocational certificates issued was corrected. The college was credited with 563 certificates for 1997-98, an increase from the inaccurate number of 74 the previous year.

GOAL 2: IMPROVE COMMUNICATION AMONG ALL CAMPUS UNITS

Administrative and instructional reorganization occurred for purposes of improving communication and facilitating coordination and planning efforts:

> Administrative adjustments included refining the Interdepartmental Workgroup (IDWG) structure to coordinate scheduling, educational planning, and program review. . . . IDWGs became a basic unit in the review process. . . . IDWGs, the Educational Planning Committee (EPC), and the Academic Senate joined with Academic Affairs to develop the Fall 1999 instructional resource allocation for classes. . . . The separate Special Programs unit was dissolved, and specially funded programs were incorporated into the most closely related IDWG.
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> Instructional adjustments included dissolving the ACETEC Department as a result of EPCs Program Viability Review. . . . Architecture joined the Art Department. . . . Engineering shifted focus to transfer with the discipline being incorporated into the Physics Department. . . . Computer Technology and Electronics were temporarily placed in the Business Administration Department while EPC assessed the most learner-friendly and appropriate alignment of computer-related disciplines. . . . In late Spring 1999, the Academic Senate endorsed EPC's recommendation to establish Math, Computer Science Information Technology (CSIT), Computer Technology, and Electronics as a department; identify Business, Accounting, Finance, and Marketing as a separate Business Department; and leave Office Administration as now constituted, with the latter two departments working together to explore the possibility of a future merger.

The Management Team and the entire Student Services staff separately attended the Franklin-Covey leadership workshop *Trust: Key to High Performance*, led by one of our in-house facilitators. . . . Senior Staff hosted a staff barbecue party, held at Griffith Park during the summer, in appreciation of the staff's efforts and contributions to the college. . . . In Fall 1998, at the Faculty and Staff Appreciation Day, recognition for the 5, 10, 15, 20, 25, and 30 anniversary years of service were distributed to both faculty and staff. . . . The president initiated and hosted twice-a-month coffee and tea hours, by invitation, to meet and talk informally with faculty, staff, administrators, and students. . . . Regular communications—distributed to all college personnel—were written by the administration, including #23—35 of the President's *Progress Reports* and on-going reports from Student Services and from Academic Affairs, now focused on instructional issues. The monthly *Facilities and Maintenance Report* on projects involving the physical plant was initiated in Fall 1998. The ASBG joined the communication network with *The President's Report* appearing monthly. Financial Aid

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developed a special "frequently-asked-questions" flyer and distributed its first newsletter. . . . A newly developed handbook for student workers will be ready for summer session hiring. . . . With funding support from the District Staff Development Committee, monthly activities of the district-wide *Administrative Leadership Institute* were opened to all faculty and staff.

GOAL 3: TRANSFORM LACC INTO AN "ELECTRONIC CAMPUS"

The college infrastructure improvements include the developoment of a state of the art computer network system. Cabling and installation of computers were completed in Jefferson Hall and Franklin Hall. . . . A new Internet connectivity that provides T-1 access for all of the college computing resources was installed. . . . The Information Technology Committee (ITC) began working with the Educational Planning Committee to enhance the instructional resource allocation process with regard to technology. ITC is in the process of establishing an inventory of all instructional computers on campus that will provide the basis for a strategic replacement plan for State Instructional Equipment Fund allocations. . . . ITC is exploring the concept of "softwarehousing" so that there can be a campus-wide standardization of software to reduce costs and enhance efficiency. . . . A new e-mail server was purchased to allow students to have e-mail services.

GOAL 4: IMPROVE THE PHYSICAL ENVIRONMENT AND INCREASE SECURITY AND SAFETY

The Viron project, the college's largest renovation project since 1965, began in March. Through administrative efforts, the college was able to combine and leverage fifteen scheduled maintenance, FEMA, and capital construction projects totaling about $7.4M. They were rolled into a larger single project totaling over $11M that will put air conditioning, new heating, and new lighting in all of the major classroom buildings on campus. . . . The abatement of asbestos in the Library was accomplished in the process of its refurbishment, along with the first floor study room carpet now scheduled for replacement. . . . Costing $1.5M, our first major project, Phase 1 - ADA, will be completed in May and provide wheelchair access to bathrooms in every major building on campus. . . . The Fire Marshall performed the first comprehensive inspection of the college in over five years and identified several problems that are being corrected. These include new draperies for the Theatre Arts and Music departments. . . . With the help of the Foundation, who partnered with Coca Cola, the college has new vending services and Emma's Galley was renovated to provide a place to eat on the north end of campus. . . . The cafeteria, Theatre Arts, Administration, and Radiologic Technology buildings received new roofs. . . . The elevator in the Administration Building was retrofitted to make it ADA compliant.

The cafeteria is undergoing a "major facelift," with the building being divided into several venues. Scheduled to open before fall classes, the east side will be transformed into the new bookstore while the west side will house the new Cyber Café, dining area, and two classrooms for food preparation and services. . . . A newly refurbished Faculty and Staff Center opened in early Spring 1999. The mailroom, relocated from the Administration Building and providing secure individual boxes and more hours of access, opened in April in the cafeteria. . . . In response to the *1997 Accreditation Report*, the Student Services Council worked with the Resource Planning Committee and administration to consolidate Student Services. International Students, TRIO, CalWORKs, and Matriculation are moving to the second floor of the Administration Building. . . . The hallways, stairwells, and some

classrooms in Jefferson Hall were painted. The weight room and martial arts/judo room in the Men's Gym were painted. A schedule to paint all the classrooms around the Quad in the next two years, in conjunction with the Viron project, was created.

The Board of Trustees approved the proposal recommended by the Shared Governance Council to build a parking lot and golf driving range on campus. . . . The administration made presentations to the AFT, Academic Senate, Department Chairs Council, and ASGB Executive Board on "completed," "in progress," and "proposed" physical improvement projects. . . . The Child Development Center submitted an initial project proposal to the state for a permanent center to integrate services and instruction. . . . The Health Center's psychologist, in cooperation with instructional departments, presented specialized workshops and collaborated with counselors to develop a brochure to help faculty deal with disruptive students. . . . With JTPA funds, the college leased and remodeled property at the south end of the campus at Melrose Avenue. Scheduled to open in May 1999 as a "One-Stop Center" for job training and placement, it is a satellite operation in support of the City of Los Angeles and has already exceeded goals and performance objectives set by the City.

GOAL 5: CREATE A CAMPUS CULTURE THAT PROMOTES DIVERSITY AND FOSTERS COLLABORATION AND SELF-RESPECT AMONG ALL MEMBERS OF THE COLLEGE COMMUNITY

The college hosted "Strategies for the African American Manchild Conference VII" attended by more than 650 participants and sponsored, in part, by the ASBG and the Child Development Center. . . . *CityWorks* hosted author Greg Sarris—UCLA faculty member and chairman of the Federated Coast Miwok Tribe—at an SRO book reading. . . . With the support of the Academic Senate, the college formally established its sister relationship with Anyang Teachers College in Anyang, China. . . . Under the sponsorship of the *Administrative Leadership Institute*, two senior administrators volunteered to serve forty hours as mentors during Spring 1999 to two district staff. . . . In early May, the college will premier and host its own innovative programmatic creation—the "City of Angels" cultural fair. Funded by the California Council for the Humanities and partially sponsored by the ASBG, student clubs, and the LACC Foundation, this holistic model of interdisciplinary teamwork included the talents of the English/ESL, Theatre Arts, Music, Foreign Languages and Humanities, Art, Media Arts, Cinema/Television, and Child Development departments.

GOAL 6: ESTABLISH CLEAR LINES OF ACCOUNTABILITY

In Fall 1998, *A New Model for Shared Governance at LACC*—the revised shared governance document that clarifies committee functions, identifies the constituents represented on each committee, and names individual representatives—was distributed to all faculty and staff to encourage broad participation in the decision-recommending processes. . . . The administration developed and distributed the monthly meeting schedule of major shared governance and other college-wide committees and constituent groups. . . . The Shared Governance Council approved the renaming of the Institutional Planning Committee to the Institutional Coordinating Council (ICC) and the Staff Development Committee to the Staff and Organizational Development Committee (SODC). . . . As a direct result of the LACCD Reform and Reorganization action (May 1998), the college accepted management and liaison responsibility for ITV, the District Staff Development Committee, and the District Research Committee. . . . The college's administration was further stabilized with the permanent

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appointments of the Vice President of Academic Affairs, the Dean of Student Activities and Support Programs, and the Associate Dean of EOPS in Fall 1998. In the spring, the title "Dean of Student Services" was upgraded to "Vice President." Permanent appointments for two Deans of Academic Affairs should be completed by the end of Spring 1999.

College accreditation was reaffirmed early in 1999 when the Accrediting Commission accepted the college's *Progress Report* and removed the third and final "warning" resulting from the March 1997 Site Visit. The *Midterm Report*, due November 1999, is in process under the leadership of the Accreditation Liaison Officer and a Steering Committee of faculty, staff, students, and administrators. . . . A six-member team, including Senior Staff, the Senate president, and researcher attended a 3-day assessment conference to prepare for the next heavily data-driven accreditation report. . . . The Radiologic Technology program had a very positive site visit in Spring 1999 with full accreditation indicated. . . . The American Dental Association changed the Dental Technology accreditation status from "provisional" to "full approval." . . . To respond to the changing needs of the community and the college's responsibility to generate alternative sources of revenue, two new administrative positions were created—Dean of Workforce Education (CalWORKs, JTPA, Cooperative Education) and Dean of Economic Development (LAPD and new contracts). Reporting to Academic Affairs and funded outside Program 100, both acting assignments begin in June 1999.

GOAL 7: STRENGTHEN COLLEGE/COMMUNITY COLLABORATION

In Fall 1998 at the special request of our City Councilmember, the college hosted a community fair on neighborhood planning for 300 participants. . . . The college president was named the chancellor's liaison to the New California Center for Culture, Education, and Educational Development (formerly the Lawry Center) project sponsored by our state senator. . . . Community members were invited to the college in Spring 1999 for two forums held to gather input on the college's improvement plans, including the parking area, police substation, and golf driving range project. The administration surveyed the audience and answered their questions. . . . In response to Board of Trustees' request, the administration developed a seven-page report listing the college's various outreach activities of the last two years. . . . The president wrote and mailed to 600+ local residents the first *Report to the Community*, a document to inform the community about key areas in the college's on-going improvement. . . . Plans are underway to pilot a community tutoring program at the Cahuenga Branch Library.

The MTA's "L.A. City College Station" opens June 12 with a gala community event at the college. . . . LACC's visibility in the community increased with positive articles appearing in the *Wall Street Journal*, *Los Angeles Times*, *Wilshire Independent*, *Hollywood Independent*, *Westside Weekly*, *Hooray!* (Hollywood), *The Korea Times*, and *Our Times* (Crenshaw). . . . In the larger community, the college had a proactive presence at conferences where administrators made a variety of presentations. These included the Community College League of California (Long Beach, 10/98), the Association of California Community College Administrators (San Francisco, 2/99), the Association of Instructional Administrators (2/99), and the American Association of Community Colleges (Nashville, 4/99).

EOPS assigned a representative from CARE to visit the Department of Programs and Social Services (DPSS) to promote referrals to the college. . . . CalWORKs invited

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caseworkers and assessment personnel to college orientations to promote the program and encourage referrals. The program also has a presence at Chamber of Commerce meetings and local business group meetings. . . . The administration led the successful effort to change an LACCD Board Rule so now auxiliary organizations district-wide have direct access to student information for foundation activities, including alumni support. . . . The Foundation Board added five new members along with several honorary members, including City Councilmember Jackie Goldberg, LAPD Chief of Police Bernard Parks, City Controller Rick Tuttle, and Assembly Speaker Antonio Villaraigosa.

The first edition of a 64-page *Scholarship and Awards* booklet, containing information on all college-wide awards and application criteria, was compiled and published by the Foundation. It provides better access to academic opportunities by assisting students in reducing their educational costs. . . . In its continuing efforts to develop additional resources, the Foundation purchased *Raiser's Edge*, a donor tracking software to keep data on alumni and donors, and *Black Baud*, a computerized accounting and fund management system. The auxiliary organization has already input 15,000 names of alumni, donors, businesses, and corporations for its future annual giving and major gifts programs. . . . The Foundation sponsored two planned giving seminars and several 70th anniversary activities, including the Artists' Gallery Plate Auction and the Kodak Photo Contest. . . . In Spring 1999, one year after opening, the Sunday swap meet began operating at full capacity.

FINANCES AND FUTURE ACTION ITEMS

The 1998-99 year has been very productive in attaining college administrative goals. Based on the growth from the prior year and the revision of many controls, processes, and procedures, the college began a long-overdue process of rebuilding its infrastructure to support its educational mission. The current unrestricted budget of $35.4 M, for the first time in more than ten years, enabled the college to fulfill its academic requirements while also supporting innovation. Simultaneously, we have been able to start many new infrastructure projects needed to meet health, safety, and environmental codes while balancing our budget, as directed and enforced for the first time by the Board of Trustees. A remarkable feat to be especially proud of because it was accomplished in less than two years is reducing a $4.2M projected deficit to zero and ending with a positive balance! With continued growth of nearly 6%, next year's financial picture promises a new beginning!

Counted during census week, headcount for Spring 1999 credit classes is 14,906, up 1.8% from the same time last year. Enrollment numbers for the 1998-99 academic year reflect a robust 7.6% growth: actual WSCH, DSCH, and Positive Attendance include 497 FTES for July 1998 (Summer 1) and 5,545 FTES for Fall 1998; projected numbers include 5,507 for Spring 1999 and 375 FTES for June 1999 (Summer 2). These numbers represent a combined total of 11,924 FTES (including 420 FTES from the LAPD contract) compared to last year's 11,083 FTES. Along with last year's 6% growth, the data indicate the college is directing its resources effectively and efficiently.

The most important change to affect the college was the development process for the budget. For the first time, the academic program was developed first, and then the budget

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process was built based on the program. The 1999-00 Op Plan would request funding of about $38M, and based on our projected positive ending balance, growth, the LAPD contract, and the initial allocation, we will start next year *adequately funded* to meet *all* of our *expected* challenges.

In the last year, we have continued to make remarkable progress in our revitalization efforts, yet there are still objectives from the college's five-year plan to be addressed or completed:

- creating a single document to report the activities of the primary organizational units,
- identifying the resources to fully staff the maintenance of electronic equipment,
- instituting an accurate means of data collection and student accounting,
- formalizing and coordinating efforts relating to multicultural understanding,
- working to initiate Program Review for administrative areas not yet reviewed, and
- finalizing the Institutional Master Plan.

CONCLUDING OBSERVATIONS

During this last year, the college enjoyed some notable moments. These included the LACC Cubs winning their 6th consecutive South Coast Conference basketball title; director Mimi Leder being honored by the Community College League of California (CCLC) as a Distinguished Alumna; the ASBG Executive Board receiving the "Realizing Shared Dreams: Teamwork in the California Community Colleges" Award given by CCLC; and alumna Senator Emeritus Diane Watson donating her memorabilia at a dedication ceremony. In addition, one of our especially notable alumni, LAPD Chief Bernard Parks, is this year's commencement speaker.

The yearlong celebration of Los Angeles City College's 70th anniversary, beginning with the president's inauguration ceremony in October 1998 and culminating with a birthday party on September 18, 1999, is a time to review our progress. A chartered course helps to keep us working together toward the organization we hope to become. As someone has well said, "If you don't know where you're going, any road will take you there." The path we have collaboratively chosen will lead the college towards achieving its fullest potential in serving our students and the community.

Mary S. Spangler, Ed.D., President
May 1, 1999

LACC Vision 2001

With the commitment and active participation of all the students, staff, faculty, and administrators who make up LACCs progressive and adaptable campus family, by the year 2001, **we will** become an important center of culture and learning in Los Angeles; transform the campus into a clean, safe, attractive and supportive environment; emerge with a reputation for empowering students through innovative academic programs and individualized support services; shape an energetic, harmonious community; and inspire a deep appreciation for the new and different, an abiding spirit of tolerance and mutual respect, and a passion for lifelong learning.